

Improving the Work Environment at the Advanced Photon Source



September 26, 2003

Argonne National Laboratory (ANL) and Advanced Photon Source (APS) management are committed to maintaining a work climate which accommodates employees of all races and genders, and provides a nurturing and stimulating workplace without barriers. The organization benefits from improved morale and increased diversity, and is better able to take advantage of talents available in all segments of the population. We have taken many steps to improve the work environment – for example, almost two years ago, the American Physical Society Committee on the Status of Women in Physics (APSCSWP) provided a report, at ANL management's request, on the climate for women physicists at Argonne National Laboratory. The report (<http://www.anl.gov/OPA/argonnet/apsreanl.pdf>) raised a number of concerns and was shared with all ANL employees. Many of the concerns are not specific to women physicists, and addressing these concerns benefits all employees, male and female, physicist and non-physicist alike. The report's recommendations have already had a positive effect; for example, the Laboratory's effort last year to improve the performance evaluation process was both stimulated and influenced by the APSCSWP report.

Following release of the APSCSWP report, APS Associate Laboratory Director (ALD) J. Murray Gibson encouraged APS employees to identify issues and constructive approaches to improving the APS work environment. Among the steps taken were regular meetings of 700-level women within APS to discuss their issues. It became clear that this networking was an important step forward and time was needed for this to progress. Under the leadership of the 700-level women, all female employees were invited to participate.

Later, Gibson created a small task force (Liz Moog [XFD,Chair], Kelly Jaje [ASD], Mark Erdmann [XFD] Trudy Bolin [XFD], Susan Strasser [AOD], and Judi Yaeger [XFD]). this group was asked to digest the discussions, identify common issues, and where possible propose solutions. The task force has recently produced a comprehensive and valuable report. (A bulleted summary of the issues raised in the report is given in Appendix I. To protect the identities of individuals, detailed comments have been omitted). APS management wants to take this opportunity to thank the task force for their excellent work. Although their initial work is done, APS accepts their recommendation to set up a standing APS Committee on Diversity (see below).

APS management has discussed the task force report extensively. In this document we summarize initial responses to the issues raised and immediate actions that we have taken to improve the APS work environment. We recognize that this initiative will not be completed overnight and we believe that all employees, management and otherwise, must join together to improve the work environment at the APS. In such cases, it is easy to be defensive. It is important to realize that the issues we face are those faced by most organizations in the U.S. But rather than wait for others to make progress, it is to our competitive advantage to take a leadership role. We sincerely believe that our efforts will not only be rewarded by a more diverse work environment, but by a better work climate for all our employees. And a better work environment will help APS succeed in its goal to be the best synchrotron source in the world, as it will bolster our efforts to attract and retain the best employees.

What is good for our employees is also good for our users. We must lead the way in creating an outstanding work environment for users as well, one which embraces science and nurtures scientists, no matter who they are. Because of this we recommend that a member of the APS user community be invited to participate in the Committee on Diversity, and that a survey of user issues be considered.

The structure of this report is as follows: A bulleted summary of issues raised by the task force is given in Appendix I, organized into six broad categories. The management response is organized into the same categories and includes a perspective on the issues as well as some responses and actions.

Establish Fairness in Job Classification and Salary

From informal conversations with staff, both female and male, we have learned that fairness in job classification and salary is one major area of concern. During the last year, Gibson chaired the Lab-wide committee on Performance Evaluation Process (PEP) improvement; Kathy Harkay (ASD) also served on this committee. The PEP committee recommended a number of changes to the Lab-wide system, which directly address the concerns expressed by employees.

(<http://www.hr.anl.gov/jspstatic/apps/pa/web2002performanceappraisalbriefing.pdf>)

Almost all of these changes were adopted by the Laboratory and are strongly supported by the APS. In particular, these changes were designed to: increase the fairness and transparency of the performance evaluation process and improve the dialog between supervisors and employees on performance and career development. Changes were considered in light of best practices of other organizations as well as employee input. Even though the long-term impact of the changes is not yet easy to gauge, most would agree that the transparency and fairness of the system has been significantly improved. For example, for the first time, we released statistical information on the performance rankings within the APS and statistical information on salary increases and the factors contributing to them.

(http://www.aps.anl.gov/wrknet/Merit_Review/merit_review_2003.pdf)

The Laboratory provided updated information on career development, including the release, for the first time, of job guidelines for 600-series employees.

(http://inside.anl.gov/resources/compensation/600_series_careers.html)

The APS added additional guidelines on local implementation of these guidelines in the 100, 600, and 700 series (<http://www.aps.anl.gov/wrknet/documents.html>.) for supervisors and employees. Even though these changes deal with most of the concerns raised by the task force, we must work hard to make sure that they are properly implemented and understood. Supervisors play a front-line role in this regard.

Two results of the new performance evaluation process are more up-to-date and accurate position descriptions, and clear goals, for both the employee and the organization. Career development is such an important issue that the new process separates career development discussions into a mid-year meeting. Supervisors and employees should have a meaningful dialog about promotion prospects and career paths. At APS, we held interim career development discussions with employees in late summer (this will become a Lab requirement next year). APS

management is dedicated to promoting deserving employees when appropriate, and we continue to work constructively with Lab management to secure adequate resources for promotion.

Equity in pay is a concern of employees. This question is scrutinized by Lab management and ANL-Human Resources (HR) on a regular basis to make sure that there are no problems. In general, the information has not been shared with employees. To remedy that, the attached Appendix II is an analysis within APS of gender equity in pay and performance evaluation.

The problem of overcoming a low starting salary has also been recognized and the Laboratory is working to deal with it by establishing the salary “zones” that were implemented in the last merit review.

The market surveys conducted regularly by HR indicate that the Laboratory’s pay rates for secretaries are in line with employers in this area (see Appendix II). We also show that APS secretarial salaries are generally in line with the rest of ANL. APS management has recognized the opportunity to better use the 108 level to give promotion opportunities to 106 staff, through increasing responsibilities at the divisional and APS level. We will provide more guidance on this issue as soon as possible.

We have examined statistics on the career advancement of technicians and do not see systematic gender differences.

Assure Quality Supervision

Management shares employees' concerns about the importance of quality supervision. In particular, we recognize the importance of first-line managers in supervising and mentoring employees. We are taking several actions to improve the situation:

1. Clear identification of a technical as well as management track for 700 employees, so that not everyone must be a supervisor in order to advance through the grades. In the last year we have promoted several non-supervisors to levels 708 and 709. But to reach 709 and above, successful mentoring must be demonstrated even by non-supervisory employees.
2. Incorporation of supervisory responsibilities into all position descriptions of managers, and evaluation of manager performance against these criteria. In the last fiscal year performance evaluation, we separately analyzed management employees on supervisory and non-supervisory abilities, and then weighted their overall evaluation on the relative fractions of time specified in their PD’s.
3. Specific use of bonuses to recognize good supervisory management practices in order to provide an additional incentive.
4. Enhanced training and APS-level discussion of management issues. We regularly discuss management issues at monthly supervisory meetings. The Lab is providing enhanced training for supervisors. We are working with Lab

management to provide appropriate and effective courses, and expect all supervisors to engage in continuous learning appropriate to their own challenges.

5. We are discussing awards for good management, based on employee nominations.
6. We will experiment with 360-degree feedback, initially separate from the performance review process.

Provide Clear Definitions on ANL-HR Policies, Procedures, and Benefits

Many concerns about Argonne policies and procedures regarding employment and benefits, and their implementation at the APS, were identified. Where appropriate, we are working with ANL-HR to resolve some of these issues. In particular:

Provide a Clear Policy on Job Postings and Grade Classification

ANL and APS management support open and fair competition in filling positions, and use job postings and other advertising wherever possible. This benefits the organization because it increases the qualified candidate pool. Recruiting excellent people is the major opportunity to increase diversity. The APS is committed to improving its recruiting procedures in order to increase the quality of available candidates. We will solicit input from the APS Committee on Diversity to aid us in this effort.

Exceptions are made to the posting policy when reorganization or reassignment occurs. APS management is committed to minimizing these exceptions. Everyone is free to apply for any posted job. In some cases, there may be a well-qualified pre-existing candidate, but this will not affect the fairness of the competition. Sometimes, when the strongest candidate has already been identified, the job posting leads to the identification of other qualified people for future opportunities. In some cases, the existence of an applicant who is already “acting” in the position is identified on a posting.

There is a policy in place that permits hiring at one grade below the posted grade. This provides an opportunity for someone who would otherwise be ruled out because they couldn’t quite meet the stated qualifications. In the case of the 700 series, three grade levels are possible – while the position description is written for the highest of the grades, it is possible to hire at two lower levels, depending on the candidate’s qualifications. Again, this is seen as bringing flexibility to the process of recruiting promising people who are not able to meet the requirements for the highest level. The fact that the job might be offered at a lower level is noted in the instructions for application, but has not been part of the actual posting. ANL-HR has adopted the suggestion to include this information on job postings.

The position of group leader does not have a separate formal identity in the ANL career structure. In general, group leaders are appointed, not posted. Appointment to group leader is often associated with promotion, to recognize the increased responsibilities. Promotion to level 707 and above does not require group leader status. Group leader assignments should not be considered indefinite, and rotation is healthy.

Provide Information on Search Committees

Search committees are only routinely used for Division Director positions and above. Search committees typically include representatives from other organizations. Some representatives may be drawn from outside the APS or ANL. However, search committees will be employed for other positions when management deems it beneficial to the organization. Examples of such conditions are the desire to search aggressively for an outside candidate, or when users or other outside stakeholders have a major interest in the choice. In the latter case, stakeholders can be invited to play a role in the selection through a search committee.

We will explore with the Diversity Committee the issue of recruiting to make sure that our efforts embrace diversity.

Increase Management Support for Employee Development and Education

Relevant employee development and education will always be encouraged. In addition, as a retention and reward tool for high-performing employees, less relevant development and education may also be supported.

Provide a Clear Definition of Work Schedules for Exempt and Non-Exempt Employees

Work Schedules for Non-Exempt Employees: Non-exempt employees are required to report their time on an hourly basis. To deliberately misrepresent time spent on the job is a serious offense and could result in disciplinary action, not only for the hourly employee but for the supervisor who approves the time card as well. The Laboratory is currently evaluating the issue of “flex” time for non-exempt employees. At present, the mechanism that permits some flexibility in handling the situations described in the report is that of the “schedule change”. For instance, this can be used for someone who must leave before the end of the work day, but is willing to come in early on that day in order to work eight hours. This approach can be used instead of annual leave. It can also be used in order to work a day on the weekend and not work a day during the week, as long as that schedule meets with supervisory approval. However, being available during Laboratory business hours is the expectation of most secretarial positions, so the use of schedule changes is limited.

The related question of taking a brief amount of time off without pay can be accommodated within Laboratory policy as personal unpaid leave, which can be authorized by a Division in amounts of less than 30 days. However, it is required that all annual leave be used up first.

Work Schedules for Exempt Employees. The *Human Resources Policy and Procedure Manual* states that exempt employees are expected to bring to the job a professional attitude toward completing assigned work, even if that could mean additional hours for which they are not compensated. The manual goes on to state: “For these reasons, Laboratory policy provides that exempt employees will not lose pay for occasional unscheduled incidental absences,” and goes on to list acceptable reasons for incidental absences (see Section 4675.1, “Incidental Absences – Policy,” *Human Resources Policy and Procedure Manual*).

Provide a Clear Definition of Incidental Leave

Incidental absences of up to five days can be approved at the Divisional level: any amount of time greater than five days must be approved by the ANL Director of Human Resources. Exempt employees are not normally subject to the requirement that they request changes in schedules, but there are exceptions. Although compensatory time off is not formally permitted by the Laboratory, incidental leave is permitted with supervisory approval for exempt employees who may have, for example, worked excessive hours.

It was clear from task-force discussions that the formal use of incidental absence on the staff absence reports varied from Division to Division at APS. An attempt will be made to develop a policy, or at least a set of APS-wide guidelines, to gain consistency. But any policy must allow for supervisory discretion. In general, supervisors should informally approve all absences, *e.g.*, if an employee has a habit of arriving late and leaving late, the supervisor must agree that this does not interfere with job performance. Incidental absences are required only in cases where a half-day or more of absence is involved.

Supervisors must be aware of the policies and procedures that are in place in order to avoid improper use and misinformation.

Provide a Clear Understanding of Maternity Leave Policy and Procedures

It is clear that the policies of the Laboratory pertaining to maternity and family leave have not been well understood, and ANL-HR has adopted our recommendation to alleviate this issue. A booklet will be prepared, detailing applicable policies, that could be provided after an employee notifies her/his supervisor of pregnancy or planned adoption, and the booklet will have a positive and congratulatory tone.

The problem created for a new parent who is forced to use all of the vacation time as part of family leave has been partially solved. The Laboratory recently changed its policy. It is now possible to retain up to 80 hours of annual leave and still be on family leave, which should answer some of the concerns about taking time off because of children's illnesses.

Provide a Clear Understanding on Implications of "Excessive Occurrence" Reports

Excessive occurrence reports (more than 5 absences totaling 40 hours or more in a 12-month period) are simply a tool to identify systematic absence patterns in employees. They are sent to the employee's supervisor. If the explanation for the systematic absence is understood and accepted by the supervisor, and the employee's work performance is not adversely affected, then these reports are discarded. Only when there are concerns which must be dealt with are these reports used as part of the remediation process.

Improve Communication

Increase ALD Visibility

APS management is continuing efforts to improve communication. The APS ALD and Division Directors regularly travel around the experiment hall floor on the Argonne Guest House coffee cart. The APS Employee Advisory Committee meets monthly with the ALD to raise and discuss issues. Current committee members are: Yeldez Amer (AOD), Janet Anderson (ASD), Lahsen Assoufid (XFD), Christa Benson (XFD), Linda DeVito (AOD), John Lewellen (ASD), David Meyer (ASD), and Jiyong Zhao (XFD). Employees can make suggestions for improvement directly http://beam.aps.anl.gov/pls/apsweb/sug_entry_form_pkg.start_page or via this group, and many suggestions have already been implemented. (Reports of the work of this group appear in *The Source* and other media.) The monthly APS/User Operations Meeting is well-attended by both APS employees and resident CAT employees, and the APS ALD and Division Directors are almost always present. However, we understand that informal communication is also important and we are working to increase these interactions.

Establish an APS Committee on Diversity, with Clear Support from Senior Management

We agree that this is valuable, and have broadened it beyond just women to cover all underrepresented groups. In particular, we hope that the Committee on Diversity can help us with recruiting efforts. The committee can also help us with coordination and facilitation of networking and mentoring. We solicited nominations from Division Directors and have appointed the following individuals to be members of this committee, which will meet monthly with the APS-ALD:

Julie Alderman (AOD)
Christa Benson (XFD)
Joann Brown (XFD)
Kathy Harkay (ASD, Chair)
Leonard Morrison (ASD)
Nena Moonier (AOD)
Liz Moog (XFD)

There are two representatives from each APS Division; representation will be rotated approximately every year. Liz Moog, who was chair of the task force, is joining the committee to provide continuity.

Provide a "Welcome to APS" Booklet for New Employees

Thanks to the task force for helping with this, in particular Christy Dannenberg. Rose Torres in the APS ALD office will provide assistance and oversight in producing this booklet.

Provide Information on Guidelines for Pacesetter Awards

Pacesetter Awards are given to employees in all job categories, and even occasionally to non-employees, *e.g.*, consultants, although in this case no cash award can be given. Pacesetters are given at the recommendation of APS management as recognition of significant achievements and especially teamwork. Note that anyone can submit a Pacesetter nomination http://www.tis.anl.gov:8000/db/forms/form/DDW?W%3DFORM_KEY%3D%27ANL-594_19990701%27

Provide Information on Professional Expense Petty Cash Funds

There are petty cash funds available in every APS Division office. These should be used to buy refreshments. Supervisors must be aware of this and secretaries will not be asked to be out-of-pocket until a reimbursement request is processed.

Provide a Policy on Phone Coverage in Division Offices

For operational and safety reasons, each Division must ensure that the central Division office number is answered by a person during working hours.

Culture

The work climate is affected in subtle but important ways by our individual and collective behavior. We must be especially careful that our behavior, even unintentionally, does not make others uncomfortable. This is a form of harassment and we must be attentive to avoiding it. APS managers will be trained on sensitivity to diversity in the workplace. We will also plan an APS all-hands meeting to discuss these issues.

Concerns about stereotyped job assignments are taken seriously. Increasing diversity in the workplace will help to reduce this concern. Management will be attentive to concerns about the assignment of administrative tasks in the 700 series. We are evaluating concerns raised about female-technician training. We agree that teamwork must be encouraged. Teamwork is considered as very important in the annual performance appraisal. However, public recognition of good teamwork is also important; the Pacesetter Award provides one tool for this, but because teamwork is so important, we will explore other approaches.

ANL Issues

The APS is proactive in helping with issues, such as the ANL Child Care Center, that are outside the direct control of APS. The Child Care Center, for example has been subject to careful review by the Laboratory, following concerns such as those expressed by the task force. Suggestions or concerns from employees are passed on, where appropriate, to the ANL Directorate. The APS ALD serves as a member of the ANL Management Council and represents the APS perspective in Lab-wide management decisions.

Appendix I: Summary of Issues Raised by the Task Force on Improving the Work Climate for Women at the Advanced Photon Source

- Establish fairness in job classification and salary
 - Clearer definitions on career paths
 - Identify career paths for all job grades, in particular 100-level
 - More disclosure on job classifications, promotions, salary, and bonuses
 - More information on statistics of external salary surveys
 - Secretarial pay is low
 - Clearer definition of promotions guidelines
 - Disparity of promotions – fewer for female vs. male
 - Promotions of female technicians take longer than for males
 - Clear understanding of merit and compensation system
- Assure quality supervision
 - Implement 180-degree employee survey evaluation for supervisors
 - Reward for exemplary management
 - Require mandatory training for supervisors
- Provide clear definitions on HR policies, procedures, and benefits
 - Provide clear policy on job postings and grade classification
 - Provide information on search committees
 - Increase management support for employee development and education
 - Provide clear definition on work schedules for exempt and non-exempt
 - Build-in flexibility for compensatory time and establish clear guidelines
 - Allow "excused-leave-no-pay" to save vacation time
 - Provide clear definition on incidental leave
 - Provide clear understanding of maternity leave policy and procedures
 - Allow incidental leave in absence of vacation leave
 - Allow flexibility for time off when dealing with children illness
 - Clear understanding on implications of "excessive occurrence" reports
- Improve communication
 - Increase ALD visibility
 - Establish an APS Committee on Women's Issues with clear support from senior management
 - Coordinate and facilitate networking and mentoring
 - Provide a "Welcome to APS" booklet for new employees
 - Provide information on guidelines for Pacesetter Awards
 - Provide information on professional-expense petty-cash funds
 - Provide policy on phone coverage in Division offices
- Culture
 - Be proactive in improving the climate to reduce stereotyped job assignments
 - Female technician training is less hands-on
 - 700-series females are normally assigned to clerical tasks
 - Encourage teamwork
- ANL Issues
 - Improve the service provided by ANL Child Care Center

Appendix II: Information Concerning Equity of Salaries and Raises at the Advanced Photon Source

Detailed information concerning equity of salaries and raises, are evaluated at the Division, ALD, and Laboratory level in order to ensure fair treatment of all employee groups. Detailed specific information is needed because many factors (*e.g.*, years of experience in grade) contribute to the data, but detailed information is confidential. However, statistics are shown here to reassure employees that there are no systematic inequities concerning the salary and evaluation treatment of men and women at the APS. The information here concerns the performance review for fiscal year 2002 and the 2003 merit review, which concluded in March of 2003.

Performance Evaluation Equity

The fraction of Distinguished Performers among APS employees subject to performance review was 30%. For females, this ratio was 31%, and within statistical errors, it was also equivalent across job grades, *e.g.*, 100 level, 600 level, 700 level.

Raise and Bonus Equity

The average raise for males at APS was 3.1%, whereas the average for females was 3.2%. The small difference is explained by the detailed statistics.

In terms of variable pay, all APS Distinguished Performers who were on the payroll in April 2003 received a bonus. Overall for APS, as previously reported, 43% of staff received a bonus and the median value was 3.0% of salary. The median bonus for both males and females was the same 3.0%. We gave bonuses to many group leaders, to recognize their important contributions to supervision. (See section on *supervision*, page 3). Almost all group leaders come from the 700 series. APS management is committed to increasing diversity in the 700 and 800 series.

Current Salary Equity

APS management is working hard to make sure salaries are equitable for males and females, depending only on performance and skills. Many actions have been taken in the last few years to address any issues that may have been present and this will continue to be a matter of focus for senior management. Individuals can assume that there are no systematic differences.

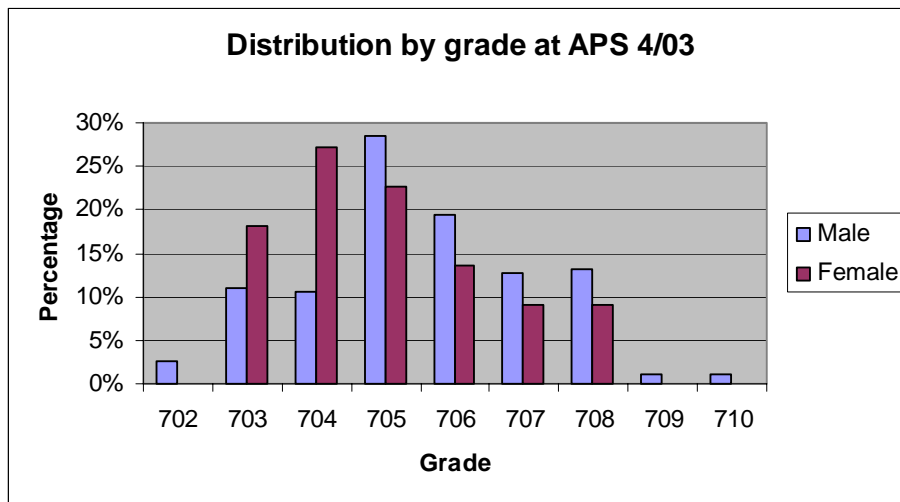
Table 1 reflects the distribution of employee salaries at APS in salary zones, summed over all grades. For each grade, one-third of all ANL employees lie in Zone 1, one-third in Zone 2, and one-third in Zone 3. Even though there are, overall, statistically fewer APS employees in the highest zones (which is mostly attributable to years of experience in grade and differences in fields), males and females are treated equitably within statistical margins of significance.

Table 1: Salary Distribution by Zone

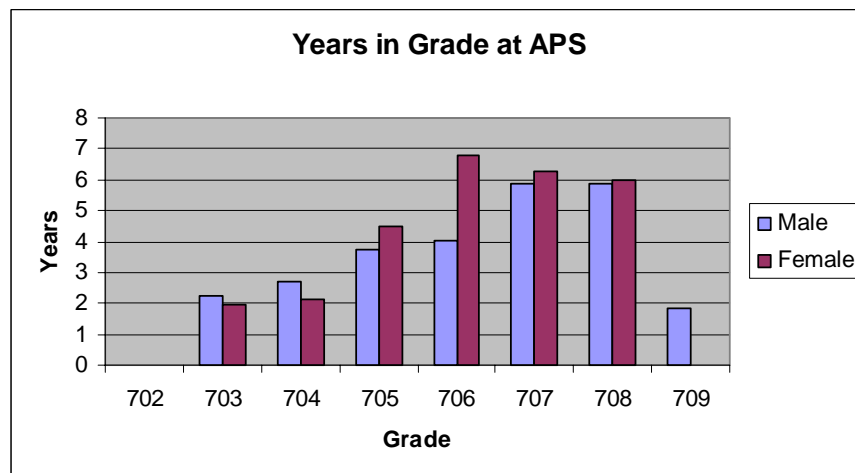
Zone	One	Two	Three	All
Male (M)	90	66	43	199
Female (F)	41	21	18	80
Fraction (F/M)	31%	24%	30%	29%

Distribution of Employees by Grade, and Time in Grade

Figure 1 shows the distribution of 700-level employees by grade, separated for men and women. This chart reveals that we have a relatively larger number of women who are in the grades 700-705 as scientific or engineering assistants. That considered, the grade distribution of females in the 706 and above levels reflects that of men (since the time this chart was prepared [04/03], one woman at APS has been appointed to the Senior Scientist level – 709).



Frequency of promotion is reflected in Fig. 2, which shows years in grade. Again, equity is observed in general.



External Market Equity of 100-Level Salaries

The APS requested statistical information on the questions: Are APS 100-level employees paid equitably with the rest of the 100-level employees at ANL (see Table 2). And are ANL 100-level employees paid equitably relative to other organizations in this region (see Table 3). These statistics show that the answer to both these questions is "yes," when years of experience are considered. The APS does have fewer 108-level employees than elsewhere at ANL. APS management is determining approaches to increase the number of 108-level staff at APS through appropriate increases in responsibilities and performance.

Table 2 Comparison of APS and Lab-wide
Secretarial/Clerical Positions

Grade Level	No. of APS Employees	Hourly APS Average Salary	Hourly ANL Average Salary	Average Years of APS Service	Average Years of ANL Service
106	24	\$15.26 \pm 0.28	\$15.06	6.4	9.2
108	11	\$17.84 \pm 0.45	\$18.95	9.5	13.9
110	6	\$22.80 \pm 0.70	\$23.85	13.9	17.9

Table 3 Comparison of APS ALD and Labwide 100 Series – Secretarial /Clerical Positions

Prepared by Compensation October 23, 2002

External Survey Source	Average Salary	ANL Average Salary	Difference to Market	Difference of ANL Midpoint to Market	APS ALD Average Salary	Difference to Market
Chicago Benchmark Compensation Survey						
110 Executive Secretary	\$22.45	\$23.31	3.83%	6.28%	\$21.85	-2.67%
108 Administrative Assistant	\$18.70	\$18.92	1.18%	4.22%	\$18.75	0.27%
108 Administrative Secretary	\$19.38	\$18.23	-5.93%	0.57%	\$17.69	-8.72%
106 Senior Secretary/Clerk	\$14.86	\$14.68	-1.21%	7.27%	\$14.63	-1.55%
Chicagoland's HR Association						
110 Executive Secretary	\$19.95	\$23.31	16.84%	19.60%	\$21.85	9.52%
108 Administrative Assistant	\$18.26	\$18.92	3.61%	6.74%	\$18.75	2.68%
108 Administrative Secretary	\$18.26	\$18.23	-0.16%	6.74%	\$17.69	-3.12%
106 Senior Secretary/Clerk	\$16.39	\$14.68	-10.43%	-2.75%	\$14.63	-10.74%
Hay Local Area Pay Survey						
110 Executive Secretary	\$21.97	\$23.31	6.10%	8.60%	\$21.85	-0.55%
108 Administrative Assistant	\$16.73	\$18.92	13.09%	16.50%	\$18.75	12.07%
108 Administrative Secretary	\$19.71	\$18.23	-7.51%	-1.12%	\$17.69	-10.25%
106 Senior Secretary/Clerk	\$14.83	\$14.68	-1.01%	7.48%	\$14.63	-1.35%
Mercer Metropolitan (Chicago)						
110 Executive Secretary	\$21.30	\$23.31	9.44%	12.02%	\$21.85	2.58%
108 Administrative Assistant	\$18.41	\$18.92	2.77%	5.87%	\$18.75	1.85%
108 Administrative Secretary	\$18.41	\$18.23	-0.98%	5.87%	\$17.69	-3.91%
106 Senior Secretary/Clerk	\$15.82	\$14.68	-7.21%	0.76%	\$14.63	-7.52%
SC/CHIPS - Midwest						
110 Executive Secretary	\$21.06	\$23.31	10.68%	13.30%	\$21.85	3.75%
108 Administrative Assistant	\$17.36	\$18.92	8.99%	12.27%	\$18.75	8.01%
108 Administrative Secretary	\$18.75	\$18.23	-2.77%	3.95%	\$17.69	-5.65%
106 Senior Secretary/Clerk	\$15.14	\$14.68	-3.04%	5.28%	\$14.63	-3.37%
Salary Information Retrieval System (Midwest)						
110 Executive Secretary	\$21.98	\$23.31	6.05%	8.55%	\$21.85	-0.59%
108 Administrative Assistant	\$17.24	\$18.92	9.74%	13.05%	\$18.75	8.76%
108 Administrative Secretary	\$17.77	\$18.23	2.59%	9.68%	\$17.69	-0.45%
106 Senior Secretary/Clerk	\$15.20	\$14.68	-3.42%	4.87%	\$14.63	-3.75%